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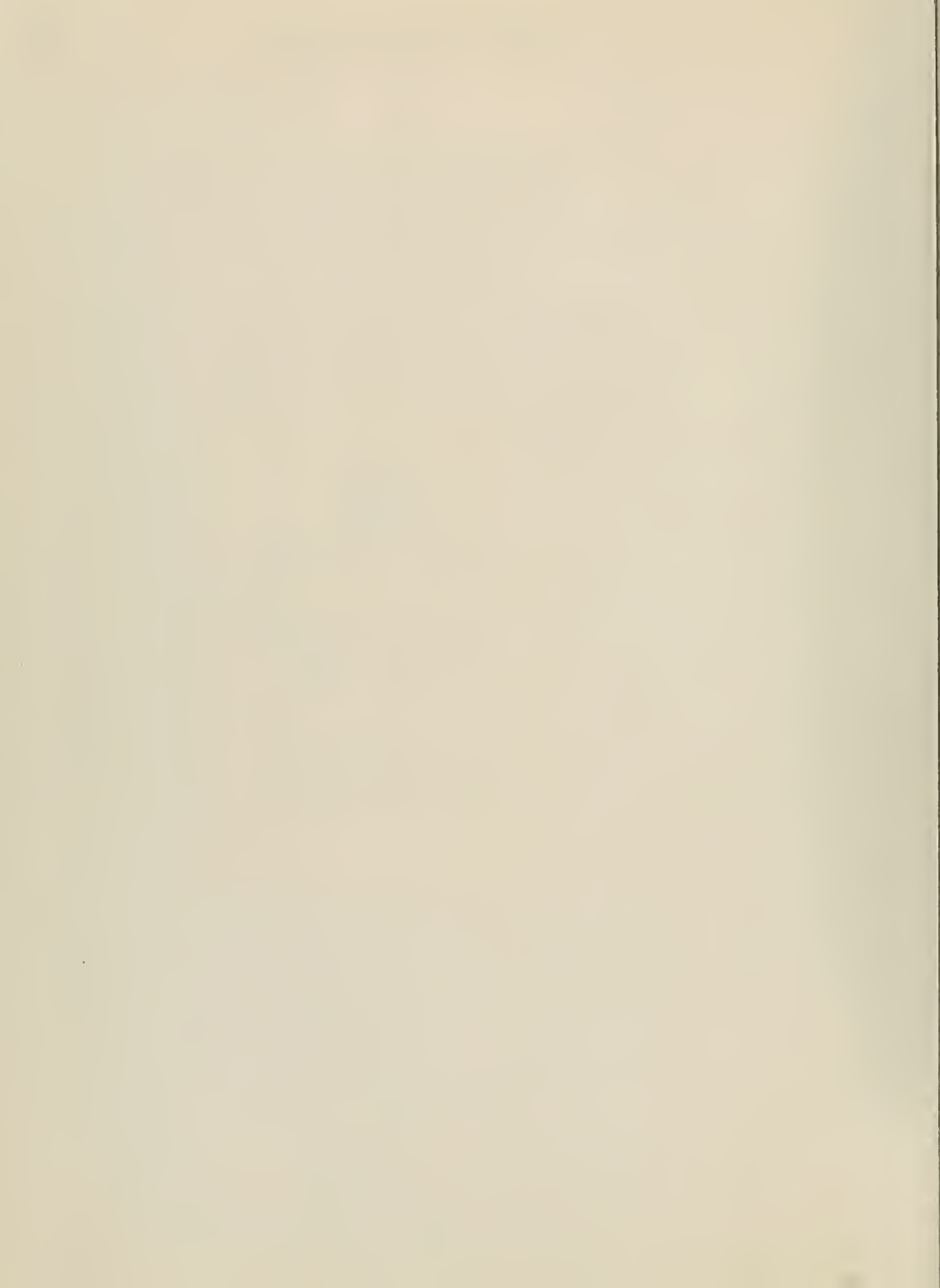
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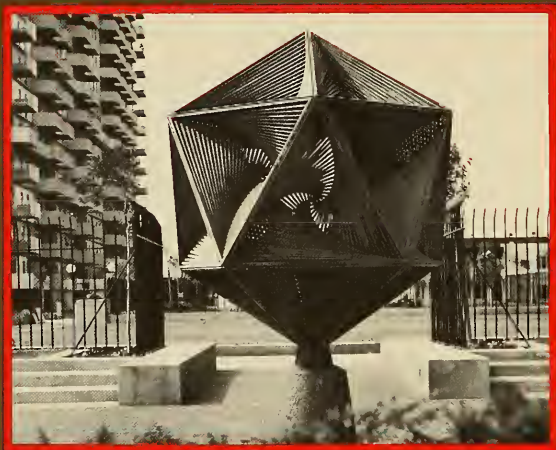
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**San Francisco
Redevelopment
Agency
ANNUAL
REPORT
1966
67**

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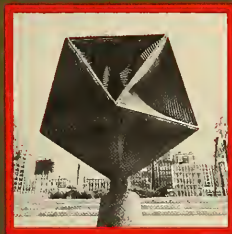


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The cover illustration is a drawing of the welded bronze sculpture designed and built by Charles Perry. It was commissioned by the Golden Gateway Center for the Golden Gateway Center Collection of Fine Art and was installed in the southwest parterre of the Alcoa Building Plaza. The 20 sided geometric sculpture with each surface elaborated into a spiral is entitled "Icosaspirale".

This is one of the several significant additions to the collection of sculptures acquired by the Golden Gateway Center in accordance with its contractual obligation to the San Francisco Redevelopment Agency.



See inside back cover.



Photos: Skellon Photography



This annual report is dedicated to Everett Griffin, Chairman, San Francisco Redevelopment Agency, January 15, 1959 to November 10, 1966, who through his leadership has made San Francisco a better place in which to live and in so doing has won the respect, appreciation, and affection of the Members and the staff of the Agency.

A wider reception of his contribution is reflected in the words of the Board of Supervisors, November 7, 1966:

"The noteworthy services rendered by Everett Griffin . . . have won for him the esteem and respect which is reserved for the highest type of public official . . ."



**San Francisco
Redevelopment Agency**

ANNUAL REPORT 1966-67

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Introduction

The 1966-67 renewal year was one of great progress and a period of transition as well. Of course, the San Francisco Redevelopment Agency reports this every year. Progress is easier to identify than transition, yet much of this report is a chronicle of change.

The origins of change are clear enough. They were identified in our earlier reports. The final outcome will undoubtedly be different than what we now anticipate, and the reaching of goals will be frustrating, time-consuming, costly, and at times seemingly impossible of realization. It is this course of change, rather than the chronicle of achievements, to which we devote these introductory comments.

I

There is progress. For example, increases in the tax base—already proven in San Francisco's renewal areas—should be welcomed and sustained, but not allowed to lull us into smug satisfaction. Likewise, our concept of the good city should go beyond the renewal achievements in well-designed buildings, plazas, malls, parks, sculptures, and the fabrics of pleasant neighborhoods. No one denies that in design accomplishments renewal has been an illustration of the ongoing City's great potential. Now it is clear that San Francisco's great challenges and opportunities for improvements in urban design are in the 97 percent of the City which lies outside rather than inside renewal areas.

The community's evaluation of renewal progress must also take into account provision for moderate-priced private housing, senior citizen housing, school extensions, hospital facilities, churches, libraries, and other social facilities frequently overlooked by skeptical critics. These are social achievements and are the solid foundations on which our transitional experiences rest.

II

The San Francisco community is now groping toward a higher level of values. What the City wants for the constructive life for all of its citizens (not only in renewal areas) is of puzzling concern to many people. These values are crystallizing into goals of paid training and jobs at socially useful work, an education of intellectual and emotional enrichment, cultural and recreational opportunities, and effective opportunities in quality housing—both new and rehabilitated—at net costs having a reasonable relationship to incomes.

Demand alone for such things cannot automatically deliver these social products. The gap between vocal demand and work performance is vast and few realize how much must be done by all concerned to close it.

III

In this transition there are three discernible factors which warrant attention: the responsibility for neighborhood improvement, the elevation of goals, and the performance of our governmental machinery.

Neighborhood self-determination must be matched by the assumption of neighborhood self-responsibility. It is not enough to demand social reform. The hard work element of the reform process must also be undertaken. Otherwise the demand will be little more than an emotional holiday. The pinnacles of a better society are wonderful images to conjure, but the paths up the slopes are rough and sometimes exhausting.

We must practice the discipline of seeking the attainment of high returns and not be content with modest progress toward our goals. It is understandably easy but unnecessary to be satisfied when a higher goal can, with little or even no additional effort, bring so many more benefits. For example, there is an understandable insistence on far more rehabilitation than clearance of housing—a proper and worthy goal. Yet people need not shortchange themselves with rehabilitation so blindly used that the resulting facilities are only sanitary, dull, and inadequate rather than new, attractive, and comfortable.

Reexamination of the way governmental assistance operates in the delivery of the products of better neighborhood and community life is very much in order. Local, State, and Federal Governments must challenge current renewal methods and devise new and better ways to achieve socially acceptable goals. Moderate-priced private housing development and also the establishment of scattered dwelling units for large families in the public housing program, for example, must be vastly accelerated. These and other clearly needed socially oriented facilities must be produced far beyond the levels of today's accomplishments.

Much work remains to be done in 1967-68.

I. BROADER OPPORTUNITIES

JOBS THROUGH URBAN RENEWAL

Renewal Area	Man-years of labor* provided
Diamond Heights Over 2,700 new homes (435 moderate-priced private housing units) with parks, schools, churches, and recreational facilities.	5,500 man-years
Western Addition Area A-1 Over 1,800 new homes, parks, senior citizen housing, and the Japanese Cultural and Trade Center.	8,000 man-years
Golden Gateway Over \$275 million investment in two developments which will have 2,200 new apartments, office buildings, a hotel, parks, plazas, commercial, cultural, and entertainment facilities.	17,500 man-years
Western Addition Area A-2 2,000 units of new moderate-priced private housing with rent aids, 800 senior citizen units, 200 scattered public housing units plus thousands of rehabilitated units.	12,000 man-years
Yerba Buena Center Dramatic new commercial and office complex, light industrial park, and site for sports arena convention center.	10,400 man-years
Hunters Point Almost 2,500 new homes for families of low and middle income, new shops and stores, plus a full range of educational, cultural, and recreational facilities.	5,500 man-years
TOTAL MAN-YEARS OF LABOR	58,900 man-years

*Source: 1966 estimates of public and private construction converted to man-years utilizing Bureau of Labor Standards statistics: one man-year in on site and off site functions per \$10,000 of construction contract costs.

Jobs

San Francisco's well-being depends on jobs— income from real jobs. This requires the application of capital, preferably private, but sometimes public, into job-producing activities. These need suitable environments and favorable operating conditions.

The Agency makes the provision of jobs one of its major targets. This is rarely discussed as citizens face the more pressing problems of the moment— assuring neighborhood participation, rehousing families of low income, reestablishing small businesses, getting enough funds to start projects—but without these difficult steps and many others, jobs do not come out of the process.

In the Golden Gateway, Yerba Buena Center, and the Chinese Cultural and Trade Center, thousands of construction, light industrial, office, and commercial workers will be needed not only to build the structures, but also to operate and manage all the enterprises there. New construction and rehabilitation in Hunters Point, Diamond Heights, and Western Addition Area A-2 require many building trades workers. Butcher-town will need many workers to build and work in new industrial installations.

Rehousing

Residents of renewal areas are getting a chance to start a new life in a new or rehabilitated home in their old neighborhood or in a new place. Service agencies have been enlisted for professional help. Illness, disability, financial hardship, discrimination, unemployment or underemployment, educational, and other handicaps are treated just as seriously as housing deficiencies.

Experienced counselors work with businesses and community institutions to assist them in solving the difficulties encountered in making a transition from one location to another.

To guarantee the highest standard of service and provide safeguards against misunderstandings, the Agency's Advisory Committee on Community Services has established an independent Relocation Appeals Board.

Small Businesses

Small shops and individual shopkeepers are vital to most neighborhoods and warrant every effort for support and encouragement in the renewal of neighborhoods. They provide warmer, more personal contacts for the residents of the area. Such individual enterprises are not without their problems of continuity. Regardless of renewal, some have a continuing strength all their own; others are marginal and are sadly on the way out. Attrition in this field is excessive.

Agency policy of extensive cooperation with the small businesses in renewal areas has brought better than national results.

The produce industry reestablishment is the largest single grouping of small business relocation in the Agency's history.

The Nihonmachi (Japanese Town) and Fillmore Center in Western Addition Area A-2 are practical efforts under way. Both groups plan new developments which will retain distinctive elements of design and merchandising.

If merchant cooperation can be achieved, a McAllister Street antique center may be established that will allow continuation of a long-established group of shops.

Such undertakings are admittedly difficult. Some merchants, having operated highly individual businesses for many years, are suspicious of or even unsympathetic toward group efforts. Other merchants operate businesses which do not lend themselves to group efforts and need individual relocation and reestablishment.

The Agency is creating opportunities for such business relocations. It has a special staff for this purpose.



A small business owner-participant in Western Addition Area A-2 who rehabilitated his building in the Nihonmachi
Owner: Ueki K. Sakai
Architect: Watanabe & Lipscombe, AIA



Open Occupancy and Nondiscrimination

Open occupancy is a legal requirement in renewal areas. It has long been an Agency policy and would be required even if it were not the law. There is no renewal area of the Agency devoted to housing which does not have minority residents. The Agency's program is deliberately directed to bona fide, effective freedom of choice inside and outside renewal areas.

As housing cost problems are solved with the aid of other agencies, the proportion of minority residents in new housing areas will increase. An outstanding illustration is the Agency's pilot development in moderate-priced private housing: St. Francis Square in Western Addition Area A-1. Contractors of the Agency are required to observe nondiscriminatory hiring practices.

The Agency itself practices a deliberate program of encouraging more minority employment. Over 30 percent of the Agency employees are from minority groups.

In acquiring properties, the Agency voluntarily organized contracts so that minority acquisition negotiators could have employment, with the result that approximately 27 percent are from minority groups.

Agency policy encourages staff employment with opportunities for subprofessional experience among residents of renewal areas. Many temporary and continuing employees of the Agency are from minority groups.

The renewal program in these areas is strengthened through the services of such dedicated employees.

Direct participation by citizens at all levels of the renewal process was greatly strengthened during the past year.

Collaborative planning has worked at Hunters Point. The Bayview-Hunters Point Joint Housing Committee and its Executive Committee were involved on a day-to-day basis in all decision-making steps. A representative group of over 90 residents was designated by interested organizations of the area to form the governing body for preliminary planning phases of the program. The Executive Committee constituted the resident partners with the Agency's staff to interview, screen, and select the prime consultant contractor and specialty subcontractors. It has been instrumental in formulating criteria, drafting the scope of services specifications, and establishing the groundwork for later technical operations.

A number of neighborhood interviewer aides were employed to conduct the house-to-house survey of Hunters Point.

Collaborative work with the neighborhood in Butchertown proceeds well.

Intensive involvement of citizens was also achieved in the Mission, but along different lines. All legally possible participation was proposed for area residents and incorporated in a resolution drafted by the Board of Supervisors. Dissident interests organized a highly vocal, although small number of residents, and were able to persuade the Board of Supervisors to abandon the opportunity for planning in the area. Here was advocacy at its worst. The losers were the people of the Mission.

In Western Addition Area A-2 and Yerba Buena Center, active participation by Economic Opportunity Council groups and others has been helpful in getting the first phases of the program organized.

In North Beach and Chinatown, active committees have worked diligently to help develop imaginative proposals for cultural and trade centers. A group from the Mission has expressed interest and sought help in establishing a Latin-American Cultural and Trade Center.

Citizen Participation

A meeting of the Bayview-Hunters Point Joint Housing Executive Committee with Agency staff and planning consultants





Glenridge, a 275-unit moderate-priced private housing development for families in Diamond Heights

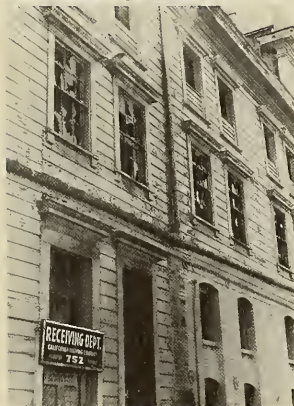
Sponsor: Kate Marmont Foundation
Developer: Chuckrow Construction Company
Architect: Clement Chen and Associates, AIA
Drawing: Rafael Garza

Properties to be demolished to create new sites for moderate-priced private housing in Western Addition Area A-2



Former mixed commercial-residential property

Former California Brewing Company property



Former Foster and Kleiser property



II. BETTER LIVING

Housing

An enlarged inventory of diversified types of new dwelling units is being created for various income groups in several renewal areas. The housing needs of families with growing children, the elderly, single young adults, and childless middle-aged couples are being met through carefully and attractively designed developments. Together with more livable shelter, there is also provision for many amenities which make up a desirable environment. These include recreational, child care, educational, social, cultural, and other facilities. Individually owned homes, cooperatives, and rental apartments have been built. Garden-type walk-up structures, as well as high-rise elevator buildings, are products of the renewal process.

Planning activities emphasize rehabilitation of existing buildings in order to make available remodeled units which not only meet all code requirements, but also offer observable amenities.

The Agency is committed to an extensive rehabilitation program, and it is equally committed to advising the community on the facts of rehabilitation in San Francisco. Without subsidies, rehabilitation holds out only a modest resource of good housing for families of low-to-moderate income.

Continuing priority is being given to nonprofit and limited dividend sponsors in disposition of available sites so that the best housing at the lowest possible cost can be attained.

Bringing even a single completed dwelling unit into existence is a complicated process, requiring considerable coordination. The Agency's programs are subject to market, governmental, and citizen constraints. Within the limits prescribed by law and the bounds of community desires, the Agency is driving ahead to supply more low-to-moderate-priced housing for residents of San Francisco. Over 42 percent of all new housing in renewal areas is programmed for low-to-moderate-priced housing.

UPPER LEFT: a residential rehabilitation of an owner-participant property in Western Addition Area A-2
 Owner: Mr. and Mrs. David R. Demmings
 LOWER LEFT: a residential-commercial owner-participant rehabilitation property in Western Addition Area A-2
 Owner: Masao Ashizawa
 Architect: Van Bourg/Nakamura & Associates, AIA
 LOWER RIGHT: Laguna Heights Cooperative Apartments in Western Addition Area A-1
 Developer: Eichler Homes, Inc.
 Architect: Claude Oakland, AIA
 UPPER RIGHT: a single family home in Diamond Heights
 Developer: Galli Construction Company
 Architect: Hayes and Smith, AIA



Central Gardens Convalescent Home in Western Addition Area A-1
Developer: Central Gardens Convalescent Home, Inc.
Architect: Hubbard-Krajear-Blanchard

Health Facilities

Health needs of residents in and around renewal areas are considered by the Agency in allocating sites for new community facilities. Completed and in use in Western Addition Area A-1 is the Kaiser Medical Clinic Building and its multi-level garage. Here, over 50,000 doctor office visits are scheduled monthly. Mount Zion Hospital and Medical Center purchased additional land. Other medical offices were built in the area for private physicians.

The newly constructed Central Gardens Convalescent Home is operating near capacity with 74 beds occupied.

Construction of the new Westside Public Health Center is located on a site in Western Addition Area A-2. This facility is operated by the San Francisco Public Health Department and contains 14,360 square feet. Residents of Western Addition Areas A-1 and A-2 will be able to obtain preventive and limited treatment services at this Center.

The New Start Center in Yerba Buena Center was opened in January 1967. This is a pioneering combination of medical and social services, especially geared to helping rehabilitate residents with chronic diseases and severe psychological or physical handicaps. Residents of advanced age and those suffering from alcoholism or other serious illnesses are examined and referred for treatment.

The Hunters Point Plan will very likely incorporate provision for public health facilities.



Phoebe A. Hearst Preschool Learning Center
of the Golden Gate Kindergarten Association,
Western Addition Area A-1
Architect: William B. Fox, AIA

Public Library in Western Addition Area A-1
San Francisco Public Library
Architect: Appleton & Wolfard, AIA



Educational Facilities and Libraries

School buildings and adjacent playfields are being constructed on sites made available by the Agency to the San Francisco Unified School District and to private schools.

In Western Addition Area A-1, the Phoebe Apperson Hearst Child Development Center is being operated by the Golden Gate Kindergarten Association.

The Raphael Weill Elementary School addition opened in early 1967.

Cathedral High School (formerly St. Vincent's School for Girls) moved into its new building in December 1966.

The Diamond Heights Elementary School opens September 1967. A site has also been designated for a secondary school.

New school facilities will be included in the Plan for Hunters Point.

New public library facilities were built in Western Addition Area A-1 and may also be established at Hunters Point.

A change in the policy of the San Francisco Library Commission has meant that the Diamond Heights branch library may not be built as was originally contemplated. In the hope that the undertaking may still be possible, the Agency is continuing to hold the land in reserve for a short time.





Recreational Facilities

Sites for appropriate playgrounds and other outdoor and indoor recreational facilities are set aside in each renewal area.

In Western Addition Area A-1, construction of the Raymond S. Kimbell Playground was completed, Hamilton Playground was enlarged, Buchanan Street YMCA was refurbished, and St. Francis Square acquired a new nursery school.

In Western Addition Area A-2, the Sutter Street YMCA is planning to expand its playfield and nursery school. Developers of moderate-priced private housing are requested to establish open plazas and play spaces.

The Golden Gateway will contain the City's newest park, Embarcadero Plaza. Construction of this area just west of the Ferry Building is scheduled for late 1967.

In Diamond Heights natural open areas, such as Fairmount Plaza, and developed space, such as the George Christopher Recreation Center, are being planned by the Recreation and Park Commission.

The senior citizen Yerba Buena Center development will have recreational facilities for the elderly.

Hunters Point residents intend to include in their program a swimming pool, a community center, athletic fields, and open spaces for family use.

Social Services

The procurement of needed social services for residents of renewal areas occupies more of the attention of the Agency than ever before. The spearhead for this effort is the Advisory Committee on Community Services. This is a representative group of professional technicians and lay advisors from public and voluntary agencies.

In Yerba Buena Center, the Committee of Health and Welfare Agencies serving the South of Market area has given the Agency close support in developing a positive program for residents at the New Start Center. To insure better inter-agency coordination, a New Start Center workshop was held at the University of San Francisco under the sponsorship of the Committee and the University's Urban Life Institute.

Individualized services by the Agency's professional staff of social welfare counselors are helping individuals and families to plan and carry out relocation moves. Tutoring and group classes in homemaking are also available. Resettlement of households displaced by the Agency or other nonredevelopment public agencies is used as an opportunity to focus all possible aids on each particular case situation. By uncovering problems and referring residents to community service agencies, the combined resources of the agencies can be of direct assistance to the relocatees.



New Start Center in Yerba Buena



Model of St. Mary's Cathedral

Architects: McSweeney, Ryan & Lee, AIA; Belluschi and Nervi, Consultants

Religious Activities

Churches and religiously oriented facilities are an integral part of many of the new areas. A number of denominations have completed construction of additions, replacements, or totally new facilities. The role which church organizations can play in helping new neighbors become better acquainted has long been recognized by the Agency. Therefore, land at fair market values has been allocated to church groups.

Several church groups have responded to the Agency's policy of encouraging such groups to become sponsors of moderate-priced housing developments.

Cultural Activities

To preserve and enhance the cosmopolitan character of San Francisco neighborhoods, there has been strong support by the Agency of efforts to create new cultural resources. In the neighborhoods, there is a developing sense of the importance of preserving the many national, cultural, and ethnic heritages which were such an important part in the development of San Francisco. Concern for such developments has been expressed by local first and second generation citizens. These residents wish to retain for themselves, their children, and others a dynamic and contemporary quality in their traditions, customs, literature, and history.

The Japanese Cultural and Trade Center in Western Addition Area A-1 is under construction. The Chinese Cultural and Trade Center project is approved for the edge of Chinatown. Latin-American and Italian Cultural Centers are in the active discussion stage.



Upper: St. Nicholas Orthodox Church in Diamond Heights
Architect: Wm. F. Hempel, AIA



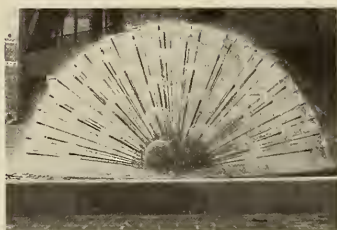
Lower: St. Aidan's Episcopal Church
Architect: Skidmore, Owings and Merrill, AIA
Agency staff photos

III. STRONGER NEIGHBORHOODS



Townhouses overlooking Sydney G. Walton Park in Golden Gateway Center
Architect: Wurster, Bernardi and Emmons, DeMars & Reay, FAIA

The Richard Henry Dana Tower in the Golden Gateway Center
Architect: Wurster, Bernardi and Emmons, DeMars & Reay, FAIA
Agency staff photos



Woodward Fountain on Alcoa Building Plaza

Designed by Australian architect-sculptor Robert Woodward, this 17-foot bronze-toned brass stemmed parasol fountain set in a wide basin of old cobblestones located on the Alcoa Building Plaza over the Golden Gateway Garage is part of the Golden Gateway Center Collection of Fine Art. It was commissioned in fulfillment of the San Francisco Redevelopment Agency requirement that at least one percent of the cost of construction be devoted to exterior works of art.



Sculpture acquired by the Golden Gateway Center from the Bufano Foundation for the Golden Gateway Center Collection of Fine Art
Installed May 1967 in Davis Court between the William Heath Davis Building and the Buckelew Building.
The 15-foot high sculpture is of Italian porphyry granite with stainless steel head and is entitled, "The Penguins."
Sculptor: Beniamino Bufano
Photo: Jerry Burchard



Drawing of Embarcadero Plaza in Golden Gateway

Designed by: Lawrence Halprin and Associates, Mario J. Ciampi, FAIA and John S. Bolles, FAIA

EMBARCADERO PLAZA

The Agency requested and was given authority by the City to administer the planning and construction of the Embarcadero Plaza in the four-acre urban park planned for the area just west of the Ferry Building. It will be a neighborhood facility adjoining the entertainment area planned for the easterly portion of the Embarcadero Center development.

Five internationally recognized sculptors were commissioned to submit sketch proposals and models for a grand fountain sculpture at the northeasterly end of the Plaza. Submittals came from Armand Vaillancourt, Montreal, Canada; Jacques Overhoff, San Francisco, California; James Melchert, Oakland, California; Reuben Nakian, Stamford, Connecticut; and Alicia Penalba, Paris, France and were exhibited at the San Francisco Museum of Art. The Agency has under consideration the recommendation of its consultant landscape architect and architects consisting of Lawrence Halprin, John S. Bolles, and Mario J. Ciampi who, in recommending unanimously the proposal of Armand Vaillancourt of Canada, described it as "the first great monumental fountain in America," with "endless variety of effects of water, motion, light, sound, and sculpture." The fountain, located in the pool area, would extend 130 feet at its greatest width and would rise to a height of 30 feet.

GOLDEN GATEWAY CENTER

With occupancy in two towers and one slab, plus 38 town houses, increasing rapidly toward full utilization, the Golden Gateway Center developers have begun occupancy of another 440-unit slab and have completed plans for the next slab and community facilities. Of 2,200 units to be built, 1,245 are already constructed, and approximately 465 more are scheduled to start in 1967-68.

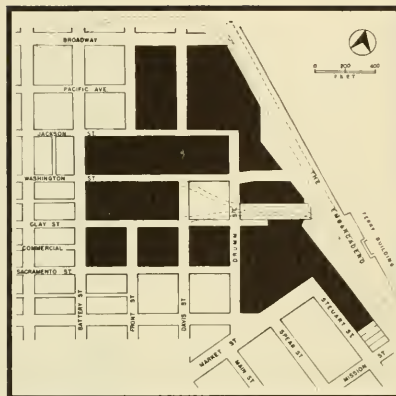
The 25-story Alcoa Building will be partially occupied before the end of 1967. The public plazas, sitting and walking areas, and fountain and sculpture over the 1,300-car garage are almost ready for transfer to the City. A key element in the eastern sector is the bronze fountain designed by Australian architect-sculptor Robert Woodward.

Golden Gateway

The Golden Gateway renewal area continues to develop successfully with high residential occupancy. The first successes are being reinforced with recreational and commercial development—all strengthening the downtown area, the financial district, and the central-northern waterfront of the City.

Model of Embarcadero Center looking west from the Bay
Embarcadero Plaza Park in foreground and portion
of Golden Gateway Center at right.

Developers: David Rockefeller, Trammell Crow, Cloyce K. Box,
and John Portman
Architect: John Portman, AIA, of Edwards & Portman,
Architects and Engineers, Atlanta



EMBARCADERO CENTER

Agency Members have approved the proposal of the developers of the Embarcadero Center, encompassing all the remaining uncommitted land—some eight acres—in the Golden Gateway. The necessary plan changes were adopted by the Board of Supervisors. This was needed primarily because of the increase in building heights to accommodate more open space and to preserve sight lines towards the Bay in general and the Ferry Building in particular. The development will encompass approximately 1,800,000 square feet of office space, plus shops, an entertainment center including a cinema, a 2,000-seat legitimate theater, a site for a smaller municipal theater, a 765-room hotel, sculpture, a fountain, pools, and walks on podiums above the street level.



Model detail of Japanese Cultural and Trade Center
Developer: National-Braemar, Inc.
Architect: Van Bourg/Nakamura & Associates, AIA



Geary-Scott Medical Building
in Western Addition Area A-1
Developer: Edward and Sonya Lipsett
Architect: Hertzka and Knowles, AIA
Agency staff photo

Western Addition Area A-1

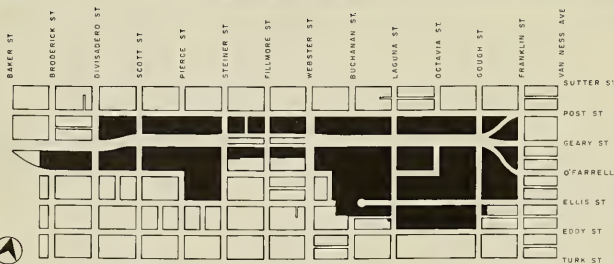
San Francisco's first renewal program will culminate just as soon as Federal Housing Administration financing is assured on the last site located by the Agency for moderate-priced private housing. Hopefully, this will be in 1967. Almost all construction is completed or underway.

The Japanese Cultural and Trade Center is well into construction. The underground garage should be ready for occupancy by the fall of 1967.

Laguna Heights, Midtown Park, The Carillon, Laguna-O'Farrell Towers, Cathedral Hill West, St. Francis Square, Jones Memorial Homes, and Martin Luther Towers have 100 percent or very close to full occupancy. Cathedral Hill East has been completed. The Normandie Apartments are being constructed south of St. Mary's Cathedral.

The Sequoias life-care development is under construction with initial occupancy expected in 1968. A central kitchen facility to serve off-site "satellite" centers is included.

Golden Gate Kindergarten Association moved to its new quarters in April 1966, after having vacated its obsolete buildings elsewhere in the City. It located in the Western Addition the new Phoebe Apperson Hearst Child Development Center, which is a specially designed indoor-outdoor facility emphasizing educational, social, and cultural activities for young children. The building can accommodate 250 children of working mothers and children of other families. Cathedral High School (formerly St. Vincent's School for Girls) was finished and occupied, additions to the First Unitarian Church are being constructed, and site preparation work was finished and construction under way on St. Mary's Cathedral.





Phoebe A. Hearst Preschool Learning Center,
Golden Gate Kindergarten Nursery Association
Architect: Wm. B. Fox, AIA
Photo: Glenn Mitchell



Model of The Sequoias residential
development for elderly residents
Developer: Northern California Presbyterian Homes, Inc.
Architect: Stone, Marracini & Patterson, AIA

Miyako Hotel in the Japanese Cultural and Trade Center
Interior sketch of a guest room. Decorative elements and furniture have been designed and manufactured in Japan. Each room is furnished with shoji screens and a tokonoma. The bath is a modified sunken style similar to that used in Japan.

Developers: Kintetsu Enterprises Company of America and Western International Hotels
Architects: Minoru Yamasaki and Van Bourg/Nakamura & Associates, AIA



Distribution of Land Uses* in Western Addition Area A-1

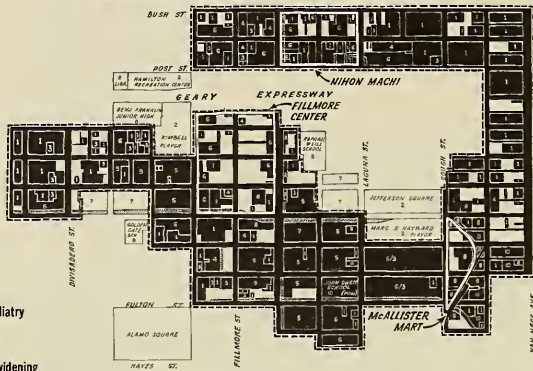
Land Use	Percentage	
	Acres	Distribution
Housing		
Socially oriented (moderate-priced and senior citizen)	12	17
Other	17	24
Institutional (churches, library, schools, social and medical service facilities)	16	23
Recreation and park	9	13
Commercial	16	23
Total	70	100

*Exclusive of 38 acres in streets

Development of A-2 by A-2 people

- 1 Rehabilitation by A-2 owners
- 2 Parks for A-2 residents
- 3 Proposed scattered public housing for A-2 relocations
- 4 Proposed housing for A-2 elderly
- 5 Moderate-priced private housing by A-2 sponsors or A-2 connected sponsors for A-2 residents
- 6 Moderate-priced private housing (A-2 sponsors not yet selected)
- 7 Existing public housing
- 8 Public service buildings or sites
- 9 Proposed expansion, College of Podiatry
- 10 Proposed public service buildings

□ Unassigned ▨ Street widening



Western Addition Area A-2

Work towards renewing and rebuilding Western Addition Area A-2 was resumed in May 1966 when the Secretary of the Department of Housing and Urban Development, Dr. Robert C. Weaver, announced restoration of Federal funds for this development. These funds had been withheld since December 1964 following passage of Proposition 14. The first steps in rebuilding Western Addition Area A-2 included:

- Resurveying the needs of the residents of the area to update relocation planning
- Updating appraisals and contracting for acquisition services
- Working with participating owners who are retaining and rehabilitating their property
- Buying property
- Beginning relocation and initial demolition

The blocks formerly occupied by the Foster and Kleiser Company and the Acme Brewery have been purchased by the Agency. Proposals to develop garden apartments for families of moderate income on these sites were made by nine organizations, five of which were from Western Addition Area A-2. The plans for developing these two blocks are now being reviewed by the Federal Housing Administration, and it is anticipated that construction of this housing can begin in the near future. Seven additional sites have been tentatively designated for moderate-priced private housing. The potential sponsors for this housing have received preliminary support from the Agency in their planning for development of these sites.

The Agency has invited the San Francisco Housing Authority to join it and the Western Addition Economic Opportunity Council in making plans for scattered public housing in Western Addition Area A-2. The Agency has identified sites on which 200 public housing units may be built in structures scattered throughout the area, small enough in size to be compatible with the other housing surrounding them. Such housing will provide urgently needed apartments for large families.

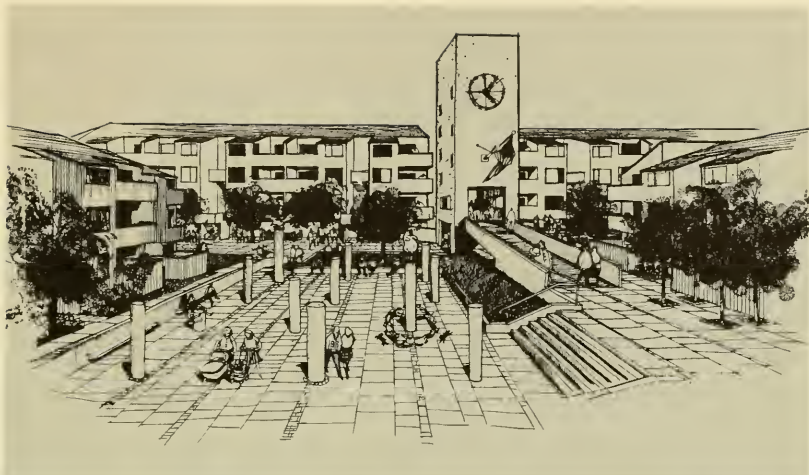
During the past few years, the Agency has worked with residents, businessmen, and property owners in the four-block Nihonmachi area to encourage and assist them in assuming the role of redevelopers of their own area. These area citizens have formed a development corporation and have employed staff and architects to assist in resolving the complexities of financing, policy control, equity interests, relocation, and other problems. They seek to transform these blocks into an attractive pedestrian-oriented living-shopping area.



Community Service Workshop at University of San Francisco April 1967

Fillmore merchants and businessmen and Agency staff are working towards creation of a distinctive commercial and residential area. The Fillmore Center should change the current scene of blight and decay into an attractive area which both San Franciscans and visitors can enjoy.

Merchants of used household furniture and equipment are being encouraged to join forces with the Agency in establishing a new center for their businesses.

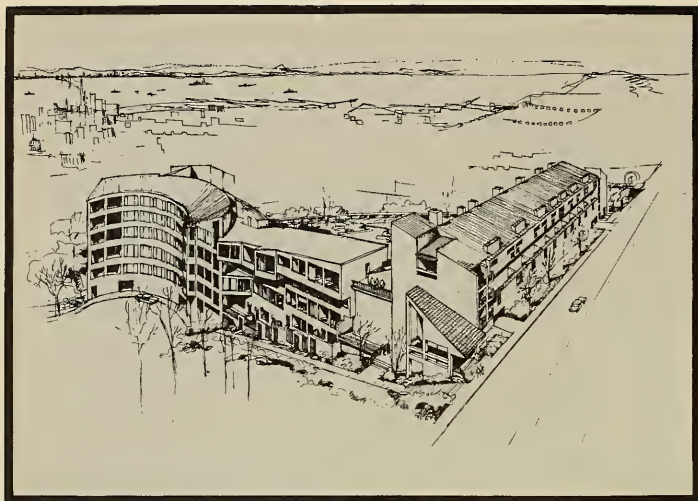


Drawing of 108-unit moderate-priced private housing
to be built on former brewery site

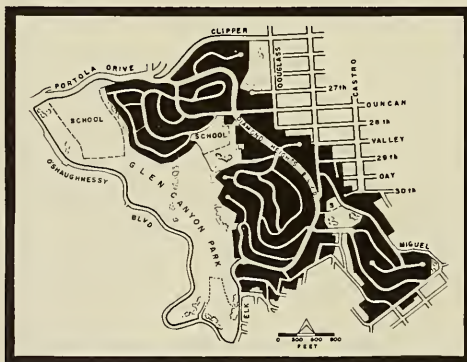
Developer: Banneker Homes, Inc.
Sponsor: Macedonia Missionary Baptist Church and
Friendship Institutional Baptist Church
Architect: Joseph Esherick and Associates, AIA



Drawing of 111-unit moderate-priced private housing development to be built in Western Addition A-2 on site formerly owned by Foster and Kleiser
Developers: Mortimer Fleishacker, Jr. and Mortimer Fleishacker, III
Sponsor: Fillmore Community Development Associates
Architect: Kaplan and McLaughlin, AIA



Drawing of residential garden apartments in Red Rock Hill Development
Developer: General Electric Company
Architect: Joseph Escherick and Associates, AIA
Drawing: Gerald Lee



Diamond Heights

New housing for families continued in production throughout the year. Despite a mortgage financing squeeze in the general market, it is noteworthy that one developer was able to build and sell 47 individual homes. In sections of Diamond Heights which have been sold to developers and owners, to date 363 homes and 104 condominium apartments have been built. Planned for completion within the next few years are approximately 1,790 units.

Planning for 435 units of moderate-priced private housing continued to receive intensive attention from sponsors. Dr. Robert C. Weaver, Secretary, Department of Housing and Urban Development, led groundbreaking ceremonies in June 1967 shortly after Federal Housing Administration approval of financing of 275 apartments had been received.

A plan change was approved by the Board of Supervisors in January 1967 which represented the culmination of a redesign program by architects Wurster, Bernardi and Emmons, FAIA, for Red Rock Hill by the developer, General Electric Company. The modified program improved many of the architectural features, design characteristics, traffic circulation, and topographical layout in the original project plan.

The shopping center, covering over an acre, is completed and almost wholly leased. Eight stores, a bank, and a post office are providing sales and customer service for the residents. Thirty-six percent of the land in Diamond Heights is dedicated to public purposes other than streets. These include:

- Diamond Heights Elementary School Secondary School Site
- George Christopher Recreation Center
- Walter A. Haas Recreation Center
- Fairmount Plaza
- Glen Canyon Park and Glen Park Playground
- Fire Station

The entire area of 326 acres, including Gold Mine Hill, Fairmount Hill, Red Rock Hill, and Glen Canyon Park will have a distinctive entrance. A decorative-safety wall will be contributed by General Electric Company. The award-winning designer and architect was Stefan A. Novak of Berkeley, California.

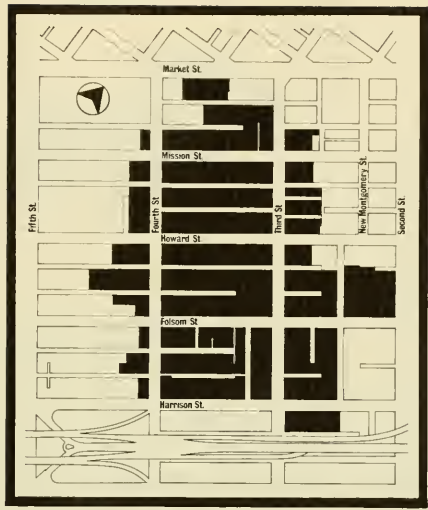
Yerba Buena Center

In November 1966 the Yerba Buena Center Redevelopment Project was given final approval by the Department of Housing and Urban Development. The acquisition of properties needed for this 87-acre downtown redevelopment project has started, and relocation assistance services are being offered to residents and businessmen within the area.

The redevelopment of the Yerba Buena Center area will free 87 acres of San Francisco's downtown blight and will stimulate new economic growth in the entire 1,100-acre South of Market area. The area will be transformed into a dramatic commercial, office, and industrial complex supported by extensive public parking and offering easy access to rapid transit and freeways. The area will be linked to downtown retail and financial districts by a system of plazas, malls, and pedestrian bridges. Scheduled to remain are 58 sound buildings. There will be new opportunities for existing businesses to expand.

During 1966, the Central Blocks Development Committee was formed to assist the Agency in preparing a program for the development of the two central blocks of Yerba Buena Center. Composed of San Franciscans with sports, convention, exhibit, and parking interests, as well as Yerba Buena Center property owners and other potential investors, the Central Blocks Development Committee asked the Agency to consider the development of a 14,000-seat sports arena, a 350,000-square-foot exhibit hall, 50,000 square feet of meeting rooms, two public parking garages providing 3,300 spaces, and two theaters. Mayor John F. Shelley has given strong endorsement to the sports arena and convention center development. Studies and discussions are now under way to determine the best method of financing, building, and operating these facilities.

In relocating the residents of the Yerba Buena Center area to better housing elsewhere in San Francisco, the Agency will utilize all of the aids which the community and the Federal Government have to offer. To insure that the needs of the residents are met, individuals and families living in the area are being interviewed on a person-to-person basis.



Yerba Buena Center: View toward Market Street from industrial area

Planning Consultants: Livingston and Blayney
Photo: Karl H. Riek

The New Start Center, which provides counseling, medical examinations, X-rays, and other services for the residents of Yerba Buena Center, is made possible by the three-way partnership of the San Francisco Department of Public Health, the San Francisco Department of Social Services, and the Agency, as well as the support of many private agencies.

A housing-for-the-elderly facility, which could provide 300 to 500 units, has been programmed for Yerba Buena Center. In planning for this facility, the Agency is cooperating closely with the San Francisco Housing Authority and the Advisory Committee on Community Services. Here the objective is to develop a model facility with dining, health, recreational, and other services available on a permanent basis.

When Yerba Buena Center is fully developed, about 25 percent of the area will be devoted to industry. Total jobs within the area will increase to 14,500, or almost three times the 5,000 jobs in the area now. As an important extra dividend, more than 10,400 man-years of work in the construction trades will be required to build Yerba Buena Center.



Drawing of proposed commercial rehabilitation to convert a former warehouse to Operations Center for United California Bank
Architect: Albert F. Roller, AIA

Hunters Point

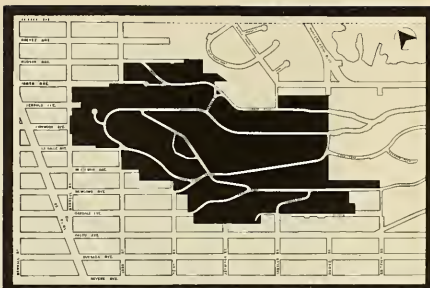
All groups in Hunters Point, represented by the Bayview-Hunters Point Joint Housing Committee, joined forces with the Agency to select a team of consultants to plan the new Hunters Point Community. The Committee, Agency, and consultants in cooperation with the San Francisco Housing Authority and various City Departments have demonstrated in a historic working partnership, which was created during the second half of 1966, how productive and effective collaborative planning can be.

The first step has already been taken. A group of twelve interviewers employed from among the residents conducted a door-to-door survey of residents and was successful in completing 91 percent of the questionnaires, which was a high ratio for such surveys. Each additional step of the way will likewise be executed by the closest possible merger of the skills or technical abilities of residents and professionals. The preliminary data reflects some interesting facts about the composition of the current tenant groups:

- There are no children living in 32 percent of the households.
- Over 90 percent of the households are non-white.
- Gross incomes vary from 36 percent below \$350 per month to 30 percent with \$500 per month and over. The majority include more than one adult wage earner. Only 16.5 percent of the families have no member employed. Social Service financial assistance is being received by 11.5 percent of the families.
- Ninety percent of the residents desire to remain after redevelopment. Sixty-five percent of the families wish to buy a home and 30 percent feel that they can pay \$1,000 or more for a down payment. Current rentals for 73 percent of the households range from \$60 per month and under, and 23 percent are \$60-\$69 per month. The remaining 4 percent of residents either pay more or were unavailable for interviews during the study.

Planning funds in the amount of \$1,466,644 have been budgeted and \$5,124,000 has been allocated in a capital grant reservation.

The hope of Hunters Point families for creating a new way of life rests on the goals of building a new environment and a more stable and secure family life. New housing, home ownership, adequate community amenities, integrated occupancy, job opportunities, and cultural resources are the aims which the residents will try to implement through the collaborative planning process.



View from the south of the redevelopment site

Photo: Rosalind Winde

Project planning discussions by members of Joint Housing Committee, Agency staff and consultants



Agency staff photo

BAYVIEW-HUNTERS POINT JOINT HOUSING COMMITTEE

Executive Committee

Mrs. Ruth Williams, Chairman
Coordinator, Bayview-Hunters
Point, Sunnydale Planned
Parenthood Education Project

Mr. Willie Thompson, Vice-Chairman

Mr. Gene Mabrey,
Second Vice-Chairman

Mr. Revel Brady
Chairman, S.E.C.A.

Mr. Harold Brooks

Mrs. Mildred Carney
District Organizer, Bayview-
Hunters Point E.O.C.

Mrs. Marcelee Cashmere
Chairman, Planned Parenthood
Advisory Committee

Mrs. Julia Commer
Professional Parents Assoc.

Mr. Melvin Crittenden
Chairman, Men's Action Council

Mr. John Dukes
Acting Executive Director S. F.
Economic Opportunity Council

Mrs. Bertha Freeman
Treasurer, Bayview-Hunters Point
Community Credit Union

Rev. Bruce Kennedy
Pastor, Bayview-Hunters Point
Ministry

Rev. Charles H. Lee
Pastor, Ridgepoint Methodist
Church

Mrs. Osceola Washington
Executive Director, Bayview-
Hunters Point Non-Profit
Development Corporation

Mrs. Elouise Westbrook
Intake and Referral Supervisor,
Bayview-Hunters Point E.O.C.

Mr. George Williams
Board of Directors, Bayview-Hunters
Point Non-Profit Development
Corporation

Mrs. Rosie Lee Williams
Administrator, Neighborhood,
Home and Health Care Program

Butchertown

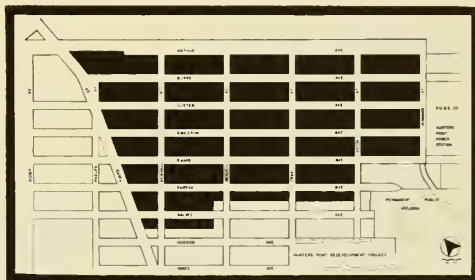
The Agency, in association with the Bayview-Hunters Point Joint Housing Committee, Greater San Francisco Chamber of Commerce, and other groups in the neighborhood immediately involved, is now engaged in one of the most direct social planning actions in Agency history: the provision of jobs along with the housing and amenities to be built at Hunters Point.

Already embarked with the Joint Housing Committee on renewal of Hunters Point into an attractive residential community, the Agency has turned to an adjoining industrial slum area, Butchertown, consisting of approximately 122 acres of misused and underused land to create an industrial park.

The Joint Housing Committee and the Agency have collaboratively selected the principal engineering consultant.

Not every industry will be welcome. Only those which are most likely to give employment to Hunters Point residents will be encouraged to establish there. To assist in this effort the City has allocated \$100,000 by the Economic Development Administration in Washington to conduct an economic and labor utilization study. This will be administered through the Chamber of Commerce.

Planning funds in the amount of \$579,075 and a capital grant reservation of \$14,232,000 was assigned to the Agency April 18, 1967 by the Department of Housing and Urban Development from funds previously reserved for the Mission project.



Blighted industrial property to be cleared for industrial park



Chinese Cultural and Trade Center

On January 23, 1967, the Board of Supervisors accepted the proposal of the Agency whereby Justice Enterprises, Inc. will build the Chinese Cultural and Trade Center on the site of the old Hall of Justice. Detailed plans and specifications should be completed before the end of the year. The development will include a 500-room hotel, a 450-car privately operated garage, a pedestrian bridge to connect Portsmouth Square with the new building, and a 20,000-square-foot cultural center.

The San Francisco Chinese Culture Foundation will manage and operate the cultural facility. The Center will accommodate educational and cultural activities and will offer a suitable location for preservation and exhibition of important art treasures from the Orient. Several collections have been pledged to the Center for permanent loan and display, and one large, private collection will be donated to the Center.

Italian Cultural and Trade Center

Local merchants, property owners, residents, and civic groups in the North Beach area have been pressing for additional parking accommodations in the vicinity of Washington Square. At the request of the Board of Supervisors, the Agency, the Parking Authority, and other City Departments have helped the Citizens Committee for the Establishment of an Italian Cultural and Trade Center conduct preliminary site studies to find a suitable location to house a parking garage.

The Board of Supervisors has under consideration a request from the Committee for continuing feasibility studies. Many organizations and interested individuals throughout the Italian-American community support the Committee's efforts to develop a practical plan for the Center.

Rapid Transit Corridor Study

This study has been a joint effort of the Department of City Planning and the Agency to guide the development of areas where renewal is needed along the rapid transit route in San Francisco.

The Corridor Study team formulated a program for detailed survey and planning of the "Mission Street Survey Area" and presented it to the Board of Supervisors in May 1966. Analysis had made it clear that the new subway stations at 16th and 24th Streets would have a major impact on the area. The recommended planning program emphasized rehabilitation rather than new construction and was designed to assure that residents and small businessmen could enjoy an improved neighborhood and not be obliged to move away. The Finance Committee of the Board of Supervisors recognized the need for community involvement and framed a resolution to safeguard the interests of the present residents, businessmen, property owners, and organizations, and to insure citizen participation in planning.

Two groups opposed the planning study. The first group, the Mission Council on Redevelopment, demanded veto power over planning proposals even before submission to the Board of Supervisors. The City Attorney ruled that such veto powers were illegal if vested in nongovernment groups. The second group, the San Francisco Committee to Stop the Redevelopment Agency, spread false rumors of bulldozer tactics, mass evictions, confiscation of property, and large tax increases.

A proposal was made that the Mayor appoint a representative citizens committee to guide and review the planning effort which developed support. Support came from residents, businessmen, and property owners organized into a Mission CARES Committee. However, vocal leaders of the two opposition groups refused to recognize the illegality of their own demands. On March 27, 1967, the Board of Supervisors considered the Mission rehabilitation proposal and rejected it by a narrow margin.

During 1966 the Corridor Study team continued its encouragement to neighborhood groups, such as Bernal Heights and Upper Market, to formulate their own recommendations and provided background data to assist in these efforts.

IV. PROJECTED EXPENDITURES AND PROJECT FINANCING (000's)

	TOTAL PROJECTS IN EXECUTION	YERBA BUENA CENTER	WESTERN ADDITION AREA A-2	GOLOEN GATEWAY	DIAMOND HEIGHTS	WESTERN ADDITION AREA A-1
Agency (Federal Loan) Expenditures						
Survey and Planning	\$ 3,588	\$ 1,023	\$ 1,585	\$ 106	\$ 591	\$ 283
Legal and Administrative	13,595	4,313	4,156	1,822	1,866	1,438
Real Estate Purchases and Acquisition Expenses	130,840	36,090	56,250	21,537	2,054	14,909
Site Clearance and Improvements	15,271	3,679	3,336	2,333	4,999	924
Relocation, Prop. Mgt. and Rehabilitation	(668)	(63)	36	(749)	(2)	110
Disposition	1,071	470	60	379	110	52
Interest (Net)	7,575	2,040	2,880	1,301	493	861
Contingencies	4,733	1,650	1,724	358	359	642
Totals	\$176,005	\$ 49,202	\$ 70,027	\$ 27,087	\$ 10,470	\$ 19,219
City (Grant-in-Aid) Expenditures						
Garages	24,280	17,267	--	3,656	--	3,357
Other	21,101	3,418	4,081	2,379	7,505	3,733
Gross Project Cost	\$221,401	\$ 69,887	\$ 74,108	\$ 33,122	\$ 17,975	\$ 26,309
Less: Proceeds from Project Land	90,615	18,599	31,981	17,003	12,826	10,206
Profit from Completed Projects	2,517	--	--	2,517*	--	--
Net Project Cost	\$128,269	\$ 51,288	\$ 42,127	\$ 13,602	\$ 5,149	\$ 16,103
City Share Available (Includes City Expenditures, Cash and Credits)	\$ 48,807	\$ 21,475	\$ 5,081	\$ 7,095	\$ 7,666	\$ 7,490
Federal Project Grant	81,979	29,813	37,046	6,507	--	8,613
City Minimum Share	42,746	17,096	14,042	4,534	1,716	5,368
City's Pooling Credits	6,051	4,379	(8,961)	2,561	5,950	2,122
Federal Relocation Grant	\$ 2,944	\$ 1,206	\$ 868	\$ 570	\$ 3	\$ 297
Total Federal Grants	84,924	31,019	37,914	7,077	3	8,911

*Cash carry-over from Diamond Heights.

August 1967

San Francisco Redevelopment Agency

Walter F. Kaplan, Chairman
Victor K. Atkins, Vice Chairman
Lawrence R. Palacios
Francis J. Solvin
Dr. C. Joseph Wellington



M. Justin Herman
Executive Director

Central office location: 525 Golden Gate Avenue

Site office locations:

Western Addition	1675 Eddy Street
Yerba Buena Center	820 Howard Street
Hunters Point	1562 McKinnon Avenue
New Start Center	40 Holland Court

Agency staff photos: John Attkisson

The San Francisco Redevelopment Agency is an instrumentality of the State of California. It works on behalf of and under the policy direction of the City and County of San Francisco. It uses for this purpose Federal funds received from the Department of Housing and Urban Development and local contributions, mostly in the form of public works and facilities.

City and County of San Francisco

John F. Shelley, Mayor

Board of Supervisors:

Peter Tamaras, President

Josiah Beeman

William C. Blake

Roger Boas

Joseph M. Casey

John A. Ertola

Terry A. Francois

Leo T. McCarthy

Jack Morrison

Kevin O'Shea

Dorothy von Beroldingen

The preparation of this report was financed in part through Federal advances, loans, and grants from the Department of Housing and Urban Development under the provisions of Title I of the Housing Act of 1949, as amended.



A view of the Perry sculpture, shown on the front cover, taken from within the sculpture itself

Photo: Kurt H. Riek

